

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MAY 11, 2012 IN THE STATE ROOM

Present: Provost Lerman, and Registrar Amundson; Deans Dolling and Feuer;  
Professors Acquaviva, Castleberry, Cordes, Dickson, Fairfax, Greenberg,  
Harrington, Helgert, Kim, McAleavey, Newcomer, Price, Rehman, Shesser,  
Sidawy, Simon, Stott, Swaine, Wirtz, and Yezer

Absent: President Knapp and Parliamentarian Charnovitz; Interim Dean Akman,  
Deans Barratt, Berman, Brown, Eskandarian, Goldman, Guthrie, and  
Johnson; Professors Agnew, Barnhill, Brand-Ballard, Briscoe, Dickinson,  
Garris, Lantz, Parsons, and Williams

CALL TO ORDER

The meeting was called to order by Provost Lerman at 2:15 p.m after he indicated that President Knapp could not be present at the meeting due to another professional commitment.

APPROVAL OF THE MINUTES

The minutes of the regular meeting of April 11, 2012 were approved as distributed.

INTRODUCTION OF NEWLY-ELECTED SENATE MEMBERS

Provost Lerman introduced newly-elected and re-elected Senate members. Newly elected members present at the meeting were: Professors Acquaviva, Kim, Lantz, Sidawy, Stott, and Swaine. Professors Agnew, Briscoe, and Dickinson were absent. Re-elected members were Professors Cordes, Harrington, Helgert, McAleavey, Wirtz, and Yezer. Parliamentarian Charnovitz was re-appointed for the 2012-13 session.

Provost Lerman announced that, in Parliamentarian Charnovitz's absence, Professor David Johnson of the Law School would substitute as Parliamentarian at the meeting. Professor Johnson has previously served as Senate Parliamentarian.

RESOLUTION 12/1 "A RESOLUTION TO ENDORSE AMENDMENTS TO THE  
GEORGE WASHINGTON UNIVERSITY POLICY ON CONFLICTS OF INTEREST  
AND COMMITMENT FOR FACULTY AND INVESTIGATORS"

Professor Arthur E. Wilmarth, Jr., Chair of the Professional Ethics and Academic Freedom Committee (PEAF), introduced Resolution 12/1. This Resolution was adopted by the PEAF Committee after the Committee was advised by Vice Provost Dianne Martin that new rules had been adopted by the Department of Health and Human Services (DHHS) for

sponsored research grants administered by the Public Health Service. The new DHHS rules will require the University and its faculty and investigators to comply with revised Conflict of Interest guidelines for sponsored research grants. Professor Wilmarth indicated that Vice Provost Martin was present to explain the changes to the University's Conflict of Interest Policy that were proposed in Resolution 12/1.

Vice Provost Martin advised that an *ad hoc* Committee was convened in December, 2011 to incorporate new provisions into the University's Conflict of Interest Policy. Two faculty members served on that Committee, Professor Tuttle from the Law School, and Professor Melissa Goldstein from the School of Public Health and Health Services. (Professor Tuttle was present at the Senate meeting to answer questions about the Committee's work.)

Vice Provost Martin noted that GW currently receives approximately \$199 million in research funding from Public Health Services (PHS), so it is important for the University to comply with these new regulations in order to maintain and continue this source of funding. Several changes have been made in required reporting by faculty members and investigators who receive PHS funding.

The first is a lower financial threshold for reporting purposes. Reporting will now be required for faculty and investigators receiving \$5,000 or more in funding. There is also a specific requirement that any kind of travel sponsored by an entity other than the University or a federal agency funding the research be disclosed. There will be more extensive management and oversight of these declarations of significant financial interest in that the decision about what constitutes a conflict of interest will now be determined by the University Administration rather than the faculty member or investigator. More reporting will be required by the University on these activities than is presently the case. Lastly, anyone who receives any PHS funding will be required to complete training about conflicts of interest every four years.

In the course of its deliberations about the Conflict of Interest Policy, the Committee determined that the best way to proceed would be to separate references to PHS funding from research funded by other sources in the current policy and consolidate these rules into a new Appendix C which deals only with all of these new regulations relating to PHS funding. The University is expected to comply with the new rules by August 24, 2012, and the Board of Trustees is expected to approve the policy changes at its meeting in May, 2012.

Finally, Vice Provost Martin indicated that the Committee has decided that these changes to the Conflict of Interest Policy are but a first step. What should happen over the next year is that a comprehensive review of the Policy should be undertaken by a Committee that includes more faculty members, with the advice and consent of appropriate Faculty Senate Committees. The goal would be to agree upon an integrated Policy that would apply to all faculty and investigators.

Discussion followed. Professor Helgert asked for a clarification on reporting travel expenses. Vice Provost Martin responded that researchers receiving PHS funding would be required to report travel provided by some entity other than a federal sponsor or the University. Researchers are not expected to report the value of such travel as they may not



be able to determine this. The destination, travel dates, and the sponsor would need to be disclosed. Professor Sidawy inquired about travel and expenses for conferences and professional meetings. Vice Provost Martin responded that this is addressed on the NIH website under Frequently Asked Questions. She added that she thought at this point people would simply report on the trip by providing dates, destination, and sponsor. Professor Yezer asked if faculty members would still have to complete Conflict of Interest disclosure forms. Vice Provost Martin responded that the general COI disclosure forms would still have to be filed by all faculty. Starting in August and going forward, PHS funded researchers will also be required to complete the new COI disclosure form, including the addendum, as well.

There being no further questions, a vote was taken, and Resolution 12/1 was adopted by unanimous vote. (Resolution 12/1 and accompanying appendices are included with these minutes.)

**RESOLUTION 12/2, "A RESOLUTION ON INFORMATION SYSTEMS NEEDED TO SUPPORT FACULTY RESEARCH EFFORTS"**

Professor Anthony M. Yezer, Chair of the Senate Committee on Research, introduced Resolution 12/2. The Resolution addresses concerns about the current state of information systems in place to monitor sponsored research projects at the University. The central concern is the difficulty encountered by researchers when they cannot monitor expenditures on a current basis and cannot program expenditures over several years. Committee members have been advised by faculty who have held research positions at other universities that these institutions utilize information systems that integrate everything from start to finish on a research project in one information system.

By and large, researchers at GW who do not have access to the assistance of a departmental research officer spend inordinate amounts of time which could be used for research on tracking financial and procurement issues. Professor Yezer said that at GW, if one gets a three-year grant, information systems treat this as three one-year grants, so researchers cannot program expenditures over the lifetime of the grant. He added that, based on conversations with the Administration, he did not think the University hostile to the notion that information systems need improvement in this area. The purpose of bringing forward the Resolution is to raise the issue formally, as improved systems are necessary if the University is to provide the necessary support for its stated goal of increasing research activity at GW.

Professor Wirtz spoke in support of the Resolution asking how this situation came about and why it persisted. Provost Lerman prefaced his remarks by saying that he has been at GW only two years, but that Professor Yezer's remarks were consistent with opinions that others have expressed on the subject.

The University utilizes two different enterprise information systems. The first is the Banner system which contains student and employee information. The second is the Oracle system, which monitors financial activity. The interconnectivity of these two systems has been problematic. For researchers, probably 70 to 80% of all research charges go toward



staff and benefits. If the two enterprise systems do not work in tandem, then real time reporting cannot be achieved.

Secondly, it is only in recent years that GW has grown into a major research institution. This year, for example, GW moved into the top 100 universities receiving federal funding from the National Science Foundation. Over time, Provost Lerman said he thought that the University may have underinvested in this information systems area because it was not as large a fraction of the University's activity as it is now.

The Provost reported that he had just met with Executive Vice President and Treasurer Louis Katz and Vice President for Research Chalupa about this issue. He said he thought that technological adjustments would be a partial solution. It is likely that a broader, phased improvement of technology policies and processes will need to occur so GW can align itself with best practices around the country. Going forward, ideally these would scale as the University grows the research enterprise.

Professor Yezer said he thought it is in the University's best interest to have a better system than one that would just address what faculty researchers need now. An improved system could keep track of research efforts and intellectual activity throughout the University, and provide a valuable source of information as the University monitors the overall direction of the research effort.

There being no further questions, a vote was taken, and Resolution 12/2 was adopted by unanimous vote. (Resolution 12/2 is included with these minutes.)

#### INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

#### REPORT ON THE INTERNATIONAL STRATEGIC PLAN

Before calling upon Associate Provost Donna Scarboro to present the report, Provost Lerman asked Professor Castleberry if he wanted to comment. Professor Castleberry advised that the International Strategic Plan was the outgrowth of a Committee that met for a year and a half; by the time it came to the point where the final report was in process, the Board of Trustees determined that the University would go forward in developing a University-wide Strategic Plan. In effect, many of the pieces of the work of the Committee have now been folded into this larger plan. Professor Castleberry said he thought the breadth and the depth of the work of this Committee was really important, as was providing an opportunity for Associate Provost Scarboro to report to the Senate on it. Professor Castleberry said he hoped Senate members would take the information back to their schools so their colleagues know of the University's efforts to expand what it does in international programs and activities.

Associate Provost Scarboro presented her Report in powerpoint format. (The Report is included with these minutes.) She began by saying that in 2008, a plan was developed to examine what the University was doing in the international arena as well as to survey what else needed to be done. A part of this was the establishment of a very modest international

venture fund earmarked for the development of international programs. In addition, organizational structures were established to support the University's many collaborative efforts across the world, particularly in the area of processing memoranda of understanding. There was also a goal of bringing more international students to the University within the 2008 plan. Looking at the internationalized curriculum, she said she thought GW has a lot of offerings for students, but there are probably areas that could be improved, including fine-tuning study abroad offerings. In the last four years, the office dealing with international alumni relations has also stepped up its outreach efforts.

During 2011, another plan was developed by a Committee co-chaired by Associate Provost Scarboro and Professor Castleberry. Details of this plan are set forth in the powerpoint report. The vision this Committee settled upon was quite complex and parts of it have survived in the ensuing discussion about the overall University Strategic Plan. Work on the international piece of this overall plan is still ongoing, but the ideas about areas of importance remain much the same: knowledge-gathering in critical areas focused on issues of global importance and the education of students in the areas of critical thinking and cross-cultural understanding. The big takeaway from the 2011 plan that was the kickoff for the new 2012 plan is that great universities tackle really important issues all around the world and make a difference in all kinds of ways.

Building on a number of themes set forth in the 2011 plan, regional groups have been formed to answer questions about how the University is grappling with global issues. The Business School is moving forward on new activity in China including offering two Master's degrees there. As a result of an Innovation Task Force initiative, there is also an international summer plan underway. There is also discussion of expanding the University's English for Academic Purposes offerings and possibly adding some lower-level English classes that have not been offered at GW for some years.

Two prominent themes have emerged from the formulation of these plans and discussions that continue about implementing them. One is Global Women's issues, which Associate Provost Scarboro said she thought could be an important distinguishing focus for GW. The other is continuing to educate GW students about culture worldwide. Several locations have been selected for these focus areas, including India, China, Latin America, and sub-saharan Africa. The idea is to develop deep institutional relationships in a few geographic regions rather than attempt to be responsive to everything in the world, while at the same time embedding the University's focus areas in all of these.

In conclusion, Associate Provost Scarboro said that there are really two big throughputs in this international planning exercise that will appear in the University's overall Strategic Plan. Three areas, Global Development, Global Security and Global Justice are three areas of strength. GW will also focus more selectively on several regional areas where there are opportunities to strengthen its institutional presence and reputation.

Discussion followed. Professor Newcomer asked if the University was recommending that students take their junior year study abroad program during the summer months, instead of in the fall or spring semesters. Associate Provost Scarboro responded that it was not, there was a separate program called International Summer, which brought international students to campus for study during summer.



Professor Helgert said he did not see engineering and the sciences reflected in the plan, and he thought this curious as there is nothing more global today than these. Associate Provost Scarboro said this question had come up in discussions, however, the University is currently building a Science and Engineering Hall and Washington, D.C. is a very desirable location for international science students. The thought is that these science and engineering programs will continue to be attractive. Business is another area where there is strong interest on the part of the international community. At the same time, it is important in recruitment efforts for the University to identify students who want to come to study policy, cultural matters, and other disciplines.

Professor Castleberry asked about infrastructure that would be required to achieve goals outlined in the plan. Associate Provost Scarboro responded that, although the University has already been making infrastructure improvements in the international area for some time, that kind of support is evolving. Some schools already have an individual dedicated to and knowledgeable about this area, while others do not. In terms of information sharing, the University needs to improve its website, so that information about international outreach efforts is more readily available for faculty members. There is also a need to better collect and disseminate data which is presently available electronically, but not publicly.

Professor Kim said she had found there are barriers encountered by scholars from different countries who wish to do research at GW. Associate Provost Scarboro responded that the International Services Office (ISO) is part of GW's infrastructure for international outreach. As a result of the reorganization of the Student and Academic Support Services division, which will now report to Academic Affairs, the ISO Office will now report to Senior Vice Provost Maltzman. Finding ways to integrate and improve services to international students and scholars that have previously been distributed and handled in different ways by the schools is ongoing. Also under discussion has been the possibility of bringing additional prestigious scholars to GW as a means of improving the University's reputation in this area. Senior Vice Provost Maltzman added that he thought it clear that as GW brings in more international scholars and students, it is important to have a first-rate ISO that is responsive to the many needs of these members of the University community.

#### UPDATE ON THE UNIVERSITY BUDGET

Professor Joseph Cordes, Chair of the Fiscal Planning and Budgeting Committee, distributed copies of the Update, which is included with these minutes. The Update focuses on four aspects of the University Budget, including a comparison of the budgets for Fiscal Years 2011 and 2012, trends in operating performance, particularly in the operating margin, information about the University's debt and borrowing, and the latest information on the financing of the Science and Engineering Hall (SEH).

The Fiscal Year 2011 budget reflects the move to a consolidated budget model that now includes both the Medical Center and the rest of the University. In previous years, the Medical Center did not report to the Provost, and budget information concerning that

budget was reported separately from the rest of the University for planning purposes. Consolidated information is presented in year-end financial reports.

Information concerning FY 11 and FY 12 (combined) budgets and decreases and increases in net assets are reported on slides 4 and 5 of the Update. Professor Cordes highlighted trends in the operating margin, i.e. the difference in a fiscal year between revenue and expense. In FY 11, the University's operating items exceeded the expense items by approximately \$4.5 million overall, before subtractions for other financing needs of the University, such as debt service, capital expenditures, and support and investment. For a number of years the University pursued a course of increasing reserves, but in the past couple of years, money has been taken out of reserves for operating purposes.

Professor Cordes emphasized that trends in the operating margin are not the only indicator of financial performance, but this is a fairly important piece of information and one that rating agencies pay attention to in making their decisions about the University's credit worthiness. As is shown slide 7 of the Update depicting University operating revenue and expense 2008-11, there has been a downward trend in the operating margin and the rough trend is that it has been steadily declining over the last couple of years. In 2011 the University's operating margin was approximately \$8 million. This has occurred because of two factors: increased University-funded financial aid, and increased expenditures for faculty and staff. Other expense items in the budget have clearly grown at a much slower rate on a percentage basis over the past several years. Some of this may be attributed to a significant increase in expenditures for development/fundraising staff. The University has also hired additional faculty members.

Professor Cordes next discussed debt and borrowing. The recent issuance of new debt in the amount of approximately \$300 million means that, by one measure, the University's debt now totals \$1.39 billion. However, this cumulative total does not reflect that debt is used for activities, some of which reduce a portion of the University's debt, as in refinancing existing borrowings. The University's debt is closely monitored by two rating agencies, Standard and Poor's, and Moody's. Included in the update on slide 9 are links to the agency reports which contain information about the University's financial strengths as well as challenges it faces. Among offsetting factors, the rating agencies are somewhat concerned about the University's level of nominal debt, with large bullet (balloon) maturities in 2017, 2019, 2022 and 2023. It is expected that the University will extend this debt at maturity. It should be noted that the University's A+ rating was affirmed despite the issuance of the most recent \$300 million in debt. In addition, money has not been borrowed to cover tuition shortfalls, but rather to fund a variety of University activities, including refinancing existing debt. Overall, the net worth of the University has increased from year to year.

Professor Cordes next described opportunities and challenges in connection with improving the University's operating margin. Among the opportunities are tuition levels, moderating the tuition discount rate, managing the on-campus enrollment cap, and utilizing funds provided through the work of the Innovation Task Force. While in past years the President and the Board of Trustees have worked to keep tuition increases at 3%, this year, it will increase 3.75% at the undergraduate level (this is for incoming freshmen, the rate for other undergraduates being guaranteed). Graduate tuition will also increase this

year. In addition, there are plans to moderate the tuition discount rate which increased to 44.3% in 2010. The overall goal is to reduce this rate to approximately 37%.

Despite the on-campus enrollment cap, within limits, some revenue growth can be achieved, for example, by adjusting the mix of undergraduate, graduate, and off-campus students. Finally, to the extent that the Innovation Task Force identifies new sources of revenue, this can help improve the operating margin. Going forward, the growth rate of expenses exceeding the growth rate of revenues cannot be allowed to persist. Factors to take into consideration are expected increases in staffing costs made necessary by increased University investments in science and technology, and the operating costs of new facilities under construction. Other significant factors may come into play, for example, if the interest rate on student loans rises significantly.

Professor Cordes next commented on financing for the Science and Engineering Hall presently under construction. As predicted by Executive Vice President and Treasurer Katz, the initial financing of the SEH will come from a mix of external and internal borrowing. It is also the case that revenues from Square 54 development will cover a fair proportion of this, probably between 50 to 60% of the construction costs of the building, assuming the cost of the Hall remains at \$275 million. Additional costs must be funded by the other two sources: philanthropy and increased sponsored research indirect cost recoveries. When Development Vice President Morsberger reported to the Senate in March 2012, \$20 million had been raised: \$14 million in programmatic funding and \$6 million (of the \$100 million to be raised) in capital support. There is, of course, an active plan in place to seek funding for the Hall. In terms of increased sponsored research cost recoveries, annual ICRs have been coming in pretty consistently at \$21 million per year. It is projected that an increase of 3 to 5% annually will be required, with increases in the \$300,000 to \$500,000 range generated per investigator from new research activity.

In conclusion, Professor Cordes summed up the good and the cautionary news by saying that, overall, the University is in very solid financial shape. At the same time, it has financially pushed the envelope and success in financing the SEH will partially depend upon increasing the University's philanthropic capabilities. The Fiscal Planning and Budgeting Committee will continue over the summer to gather information on the University's budget and its fundraising, as well as take a closer look at possible trends in operating expense that are likely to take place.

Discussion followed. Professor Acquaviva inquired if the University planned to extend all of the bullet maturity debt as it came due. Professor Cordes said he thought that some, but not all of it, would be. Provost Lerman noted that almost all of the debt going back to 2007 was overwhelmingly variable interest rate debt. For the most part, this has been shifted to fixed interest debt with a ten-year window, some of which will be used to finance capital projects with a 30-year lifetime. Some of the debt will undoubtedly be rolled over.

Professor Yezer said he knew it was difficult to predict operating revenues going forward, but he thought it would be a good idea to generate some cost projections over the next five years and generate forecasts of expenditures going forward. This would to some extent revive a tradition at the University of having revenues drive expenditures. Professor

Cordes said he and the Committee hoped in the next year to project different budget scenarios and take a closer look at how the financial variables would play out in each one.

Professor Wirtz said he was struck by the change in the tuition discount rate from 43.3% in FY 2010 to 35.2% for the fall, 2011 entering class. He added that he hoped that this is being monitored very carefully by the Committee on Admissions Policy, Student Financial Aid, and Enrollment Management. It would also be useful to have a report to the Senate on how a dramatic change such as this is affecting the student body and the educational mission of the University.

Professor Cordes said he thought this dramatic change may have been unintended. Provost Lerman agreed, saying that the plan was to lower the discount rate down to about 39.5% for this year's current freshman class. This was intended to roll back the rapid increase in percentage terms instituted by the University in response to circumstances caused by the recent recession. The Provost further observed that it seems the time has come when old models used to predict who would accept the University's financial aid offers are no longer as useful as they were based on steady-state conditions. The world has changed, and he said he thought everyone agrees the discount rate is too low for GW right now. The 35% rate was not planned but was rather an outcome of unusual responses to financial aid offers extended by the University. This was something of a surprise. In future, the thought is that a 38% rate might be more appropriate and that fluctuations will be moderated to provide a more steady-state going forward. Further discussion followed between Professor Wirtz and the Provost concerning the opportunity presented by these developments to determine the effect of discount rate fluctuations on the composition of the student body and the student retention rate, all of which are monitored closely by Academic Affairs.

#### UPDATE ON THE STRATEGIC PLANNING PROCESS

Due to the lateness of the hour and the need to retain a quorum to complete general business items at the meeting, Provost Lerman received the consent of the Senate to postpone the Update until the September Senate meeting.

#### GENERAL BUSINESS

##### I. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 2012-13 SESSION RECOMMENDED BY THE EXECUTIVE COMMITTEE

|                    |                  |
|--------------------|------------------|
| September 14, 2012 | January 11, 2013 |
| October 12, 2012   | February 8, 2013 |
| November 9, 2012   | March 8, 2013    |
| December 14, 2012  | April 12, 2013   |
|                    | May 10, 2013     |

The calendar for 2012-13 was unanimously approved.



II. NOMINATIONS FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 2012-13 SESSION

The membership list of faculty members to be elected as Chairs and members of Senate Standing Committees was distributed at the meeting. No new nominations were made. All faculty members nominated were approved. (The Committee list is included.)

III. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT OF THE FOLLOWING FACULTY MEMBERS TO ADMINISTRATIVE COMMITTEES:

Joint Committee of Faculty and Students: Hartmut Doebel,  
Vivek Jain, Amy Mazur, Jocelyn Rapelyea, and Kim Roddis;  
Committee on the Judicial System: Michael S. Castleberry;  
Marvin Center Governing Board: Patricia Phalen;  
Marvin Center Program Board: Eugene Montague  
Student Grievance Review Committee: Edward Robinson and  
Richard Ruth

The entire slate was approved.

IV. NOMINATIONS FOR APPOINTMENT OF FACULTY MEMBERS BY THE BOARD OF TRUSTEES TO THE FOLLOWING TRUSTEES' COMMITTEES:

Committee on Advancement: Joseph J. Cordes;  
Committee on Academic Affairs: Michael S. Castleberry;  
Committee on External Affairs: Kathryn Newcomer

The entire slate was approved.

V. REPORT OF THE EXECUTIVE COMMITTEE

Professor Castleberry presented the Report which is included with these minutes. He also made available the Report of the Faculty Senate to the Academic Affairs Committee for the May 2012 meeting the following week, also to be included with these minutes.

VI. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

Available for distribution at the meeting and for inclusion with these minutes was the Annual Report of the Committee on Appointment, Salary, and Promotion Policies. (The Report is included with these minutes.)

VII. PROVOST'S REMARKS (AND CHAIR'S REMARKS)

Provost Lerman indicated that in the President's absence, he would provide information normally included in the Chair's Remarks.

The Provost reported on the admissions picture for the coming academic year 2012-13. He said that undergraduate enrollments are essentially on target – approximately 2,500

students have indicated their intent to enroll. Given the usual summer "melt" of approximately 150 students who for various reasons will not follow through and attend GW, the expected yield of 2,350 new freshmen will be achieved.

GW had a record pool of graduate applicants to draw from this year, and there is every indication that the quality of the students who have chosen GW are at least as good or better than the quality of incoming graduate students last year. Graduate enrollments are presently a bit over projections. While this is encouraging, enrollments at Foggy Bottom are limited by the enrollment cap imposed on the campus. The deans of the Schools may have, and are prepared, to put in place various plans to manage these enrollments by potentially moving some classes from the Foggy Bottom campus to other locations.

In other developments, this has been a record year in fundraising for the University. Construction of the Science and Engineering Hall is underway, and those who have offices near the site will notice a periodic vibration between 10:30 and 11:30 in the morning, as there is a rock ledge in one area of the foundation, and it is necessary for the construction company to blast out the rock there.

Several other buildings are under design and planning. Demolition of the Warwick building on the site of the new facility for the School of Public Health and Health Services (SPHHS) is underway, and a groundbreaking for the SPHHS will be scheduled. Renovation of the second floor of the Gelman Library will begin very soon. The Provost said he had reviewed the architectural plans, and they are impressive. He added that he thought the project will be transformational in two dimensions, aesthetic and functional. It will create a new entrance providing access to Gelman from Kogan Plaza rather than from the present underground entrance on H Street. The renovation will also mean that additional seating capacity for 400 students will be provided in various forms, including individual and carrel/group study spaces. This is something students have been waiting for a long time.

In the near future, ground will be broken on a new GW Museum at the Foggy Bottom campus, and the University will build a storage facility on the Virginia campus in Loudoun County at Ashburn that will be a temperature and humidity-controlled repository for the various collections presently belonging to the Textile Museum. A merger between the now-independent Textile Museum and the University will officially take place on the day GW opens the Textile Museum itself.

Provost Lerman said he thought everyone was aware that Senior Vice Provost and Senior Vice President Bob Chernak is stepping down this summer. Because Student and Academic Support Services (SASS) grew up around Dr. Chernak's unique and special skills, and it is unlikely this same-skill set can be replicated by someone stepping into this position, an opportunity has arisen to reorganize the division. A new enrollment management group will be created to unify enrollment management and planning. This is something Dr. Chernak himself has advocated. The Athletics department will report in future to the Provost. Disability Support Services, the Multicultural Student Support Center, and the Center for Civic Engagement and Public Service will report to Vice Provost for Diversity and Inclusion Terri Reed. The Provost added that SASS staff have been incredibly cooperative with, and receptive to, these new developments.

The Provost also said he thought that most are aware that Peg Barratt, Dean of the Columbian College of Arts and Sciences (CCAS), has announced that she will step down as Dean at the end of the coming academic year, in June 2013. After taking a sabbatical leave, she will return to GW and join the faculty. The Provost said he had worked with Dean Barratt very closely and thought she had done some incredibly good things for CCAS. These include hiring a remarkable cohort of high-quality young faculty, growing the overall number of CCAS faculty, revamping general education requirements, and adding additional CCAS advisers to improve the quality of student advising, particularly for undergraduates. She also oversaw an unprecedented increase in the retention rate of freshmen to sophomores among students in CCAS. Provost Lerman said that a national search would begin, probably in September, for a new CCAS Dean. He also said the Dean is someone he has enjoyed working with and someone that he thought she brought a sense of integrity to the CCAS leadership that really exemplifies her way of working.

In closing, the Provost noted that the Board of Trustees would meet the following week. He added that he hoped to see many faculties at the Commencement ceremonies, including the hooding ceremonies for doctoral students, the following weekend.

#### BRIEF STATEMENTS (AND QUESTIONS)

There were no brief statements or questions.

#### ADJOURNMENT

Upon motion made and seconded, the meeting was adjourned at 4:20 p.m.

*Elizabeth A. Amundson*

Elizabeth A. Amundson  
Secretary

**A RESOLUTION TO ENDORSE AMENDMENTS TO THE GEORGE WASHINGTON  
UNIVERSITY POLICY ON CONFLICTS OF INTEREST AND COMMITMENT FOR  
FACULTY AND INVESTIGATORS (12/1)**

**WHEREAS**, the Faculty Senate has previously adopted resolutions endorsing the original adoption of the University's Policy on Conflicts of Interest and Commitment for Faculty and Investigators (the "University Policy"), including its attached disclosure forms (Appendices A and B), as well as subsequent amendments thereto; and

**WHEREAS**, the University Administration has advised the Faculty Senate that the Department of Health and Human Services ("DHHS") has recently issued revised conflict of interest requirements for Investigators who conduct research sponsored by the National Institutes of Health and other agencies administered by the Public Health Service ("PHS"); and

**WHEREAS**, a joint committee composed of administration and faculty representatives has proposed amendments to the University Policy, including a new Appendix C to be completed by Investigators conducting research sponsored by PHS-administered agencies; and

**WHEREAS**, the University Administration has advised the Faculty Senate that the proposed amendments to the University Policy, in the form attached to this Resolution as Exhibit A (unmarked) and Exhibit B (marked to show changes from the current University Policy), are necessary to enable the University to comply with the revised conflict of interest requirements issued by DHHS for Investigators who conduct research sponsored by PHS-administered agencies; and

**WHEREAS**, the Faculty Senate Committee on Professional Ethics and Academic Freedom has reviewed and endorsed the proposed amendments to the University Policy, including the new Appendix C thereto, in the form attached to this Resolution as Exhibits A and B; and

**WHEREAS**, the Faculty Senate believes that the proposed amendments to the University Policy, as shown on Exhibits A and B attached to this Resolution, are consistent with the best interests of the University and its faculty; **NOW, THEREFORE**,

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON  
UNIVERSITY:**

- (1) That the Faculty Senate hereby endorses amendments to the University's Policy on Conflicts of Interest and Commitment for Faculty and Investigators (the "University Policy"), including a new Appendix C thereto, in the form attached to this Resolution as Exhibit A (unmarked) and Exhibit B (marked to show changes from the current University Policy); and
- (2) That the Faculty Senate understands and expects that future proposed amendments to the University Policy (including its Appendices) will be presented to the Faculty Senate for its review and recommendations in accordance with the procedures followed in connection with the adoption of this Resolution.

Faculty Senate Committee on Professional Ethics and Academic Freedom  
April 9, 2012

**Adopted May 11, 2012**



**Resolution 12/1 and the appended Conflict of Interest documents were published with the minutes of the May 11, 2012 meeting and may be viewed on pages 13 through 52 of those minutes at this link:**

**[http://www.gwu.edu/~facsen/faculty\\_senate/pdf/Minutes5-11-12.pdf](http://www.gwu.edu/~facsen/faculty_senate/pdf/Minutes5-11-12.pdf)**

## **A RESOLUTION ON INFORMATION SYSTEMS NEEDED TO SUPPORT FACULTY RESEARCH EFFORTS (12/2)**

- Whereas: Principal investigators and sponsored research staff are responsible for monitoring grants and contracts, purchasing and maintain equipment, buying materials, subcontracting to various vendors of services and for the appointment and compensation of research staff
- Whereas: these tasks cannot be accomplished efficiently and effectively without access to timely information on past expenditures and projections of future financial commitments over the life of a grant or contract which extends over several years
- Whereas: the current information provided on periodic paper reports to principal investigators and staff is neither timely nor informative regarding past expenditures and has no capacity to update and forecast future expenditures; indeed, currently multi-year grants appear as a series of one year projects
- Whereas: the lack of timely and comprehensive financial information hampers principal investigators and university administrators in complying with their fiduciary responsibility to monitor past expenditures and future commitments, and detracts from the time available to conduct research and pursue funding
- Whereas: current systems do not integrate grant application with budgeting, accounts payable, or human resources and do not permit analysis of financial flows over the several years of a grant or contract because human resources, grant application, and budgeting systems do not "talk" to one another
- Whereas: systems have been developed at other universities that provide electronic access to current financial statements from the point of grant application through final closeout, allow inquiry by the user, and allow monitoring of both past expenditure and projection of future expenditure patterns so that these can be compared with expected resources
- Whereas if the University is to move into the first ranks of research institutions, its information systems must be competitive with those available elsewhere, and
- Whereas: such information systems, if implemented at the University, would facilitate the operations of the Office of Sponsored Research in addition to the substantial benefits to faculty engaged in sponsored research, NOW, THEREFORE,

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That the Faculty Senate recommends that the University administration and the Board of Trustees provide funding to purchase and install the software required to implement a financial information system for sponsored projects competitive with the systems at other research institutions; and
2. that this effort be conducted in consultation with the Senate Research Committee and the Advisory Council on Research to insure that the information systems are useful and used by faculty participating in sponsored research and the staff with whom they work.

**Adopted by the Senate Committee on Research 23 March 2012, Anthony Yezer, Chair**

**Adopted, May 11, 2012**

**DONNA SCARBORO  
ASSOCIATE PROVOST FOR  
INTERNATIONAL PROGRAMS**

**FACULTY SENATE**

**MAY 11, 2012**

# 2008 Strategic Plan for International

- ✓ International Venture Fund for Development focus
- ✓ Structural, sustainable leadership for collaborations
- ✓ Bring more international students to campus



# 2008-2012 Topics

- Reputation
- Research
- Professional development offerings
- Internationalized curriculum
- Diversified & enriched study abroad experiences
- Alumni relations outreach
- Streamlined international operations & policies

# Accomplished since 2008 plan

- Travel policy and compliance mechanism
- Reports on international collaboration in all schools
- Seed funding for research
- Communications network
- Operations network
- Increased exchange activity
- Increased science and engineering study abroad
- Improved returned-student integration
- Dedicated leadership position (SIO)

# 2008 Open-Ended Recommendation

***Strengthen leadership, strategic planning, and coordination of GW's international initiatives***

# 2011 Vision

## **Research that**

- engages an audience of scholars worldwide**
- adds to knowledge in critical areas**
- advances international scholarly collaboration**
- addresses issues of global importance**
- builds on discovery and generates discovery**
- provides unbiased analysis of important public policy issues**
- serves to better the lives of all peoples**

## **Education that**

- achieves excellence and meets the highest goals of students**
- promotes cross-cultural understanding**
- develops deep understanding of international issues**
- unites knowledge with action in international contexts**
- prepares students for work in a global economy**
- produces citizens who represent the best in knowledge and engagement**

## **Community that**

- unites students of diverse backgrounds in a common experience**
- is able to benefit from a university with international quality and scope**
- engages international alumni, friends, and donors in our mission**
- partners with others who share our passion for discovery & solutions**



# Common 2011 & 2012 Goals

## Research

That engages an audience of scholars worldwide

That **adds to knowledge in critical areas**

That advances international scholarly collaboration

That **addresses issues of global importance**

That **builds on discovery and generates discovery**

That **provides unbiased analysis of important public policy issues**

That serves to better the lives of all peoples

## Education

That achieves excellence and meets the highest goals of students

That **promotes cross-cultural understanding**

That **develops deep understanding of international issues**

That unites knowledge with action in international contexts

That **prepares students for work in a global economy**

That **produces citizens who represent the best in knowledge and engagement**

## Community

That **unites students of diverse backgrounds in a common experience**

That is able to benefit from a university with international quality and scope

That engages international alumni, friends, and donors in our mission

That partners with others who share our passion for discovery & solutions

# 2011 Global Themes

***Great international universities tackle important issues around the world and make a difference.***

# 2011 Global Themes

**Technology**

**Global women's issues**

**Natural resource and energy**

**Medicine and health**

**Demographics**

**Policy and Governance**

**Security**

# New since the 2011 Plan

- **Regional strategy/response groups**
- **GWSB China (Masters' degrees)**
- **International Summer**
- **Expanded EAP and (under discussion) ESL**

# 2012 Discussions

- **Themes: Global Development, Global Justice, Global Security**
- **Threads throughout: Global Women's Issues, Global Culture**
- **Locations: Asia (China), Latin America (Brazil), Africa (Sub-Saharan)**
- **Study Abroad driven by themes and curriculum**



# Vision

## *Globalization*

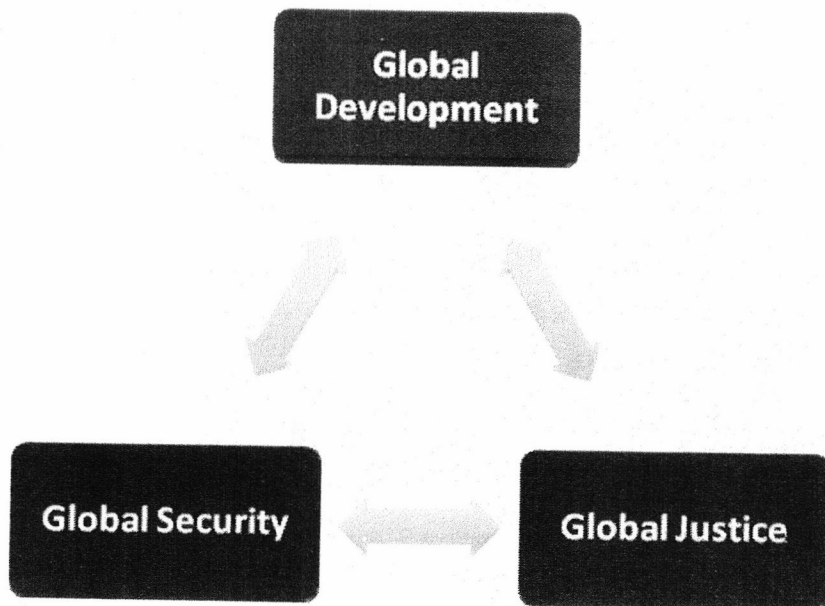
- Targeting areas that align with GW's intellectual and pedagogical goals
- Developing deep institutional relationships in strategic locations
- Embed all of issues in study of the diversity, variation, and complexities of global cultures



# Two Transformational Strategies

## 1. Target specific areas to build academic and research strengths

- Substantive issues that the university, its scholars and its students care about intellectually
- Issues that carry relevance across schools and disciplines



## 2. Develop deep institutional relationships in strategic locations

- Move toward a mindset of multi-dimensional matrices and system of networks

**Asia** (initially through China and India)

**Latin America** (led by Brazil)

**Africa** (within a network approach to the Sub-Saharan Africa)

# University Budget Update

Faculty Senate Committee on Fiscal  
Planning and Budgeting

Joseph Cordes, Chair

May 11, 2012

# Outline

- FY 2012 vs. FY 2011
- Trends in Operating Performance
- Debt and Borrowing
- Financing of Science and Engineering Hall

# FY 2011 and FY 2012

- Consolidation of Budgets for Medical Center and “Rest of the University”
- Trends in the Operating Margin



# FY 2011 and FY 2012 (Combined) Budgets

|                                      | 2011 Actual | 2012 Budgeted | 2012 Projected Actual | 2012 Projected Actual Variance: Favorable (Unfavorable) |        | Projected 2012 vs. 2011 Actual % Chng. |
|--------------------------------------|-------------|---------------|-----------------------|---|--------|--|
|                                      |             |               |                       | \$  | %      |  |
| Tuition and Fees                     | \$747,836   | \$779,797     | \$783,707             | 3,910.00  | 0.5%   | 4.8%                                   |
| University Funded Scholarships       | (195,933)   | (204,107)     | (205,162)             | -1,055.00   | 0.5%   | 4.7%                                   |
| Net Tuition and Fees                 | 551,903     | 575,690       | 578,545               | 2,855.00  | 0.5%   | 4.8%                                   |
| Indirect Cost Recoveries             | 21,641      | 21,568        | 21,568                | 0.00  | 0.0%   | -0.3%                                  |
| Auxiliary Enterprises                | 96,903      | 98,885        | 97,685                | -1,200.00   | -1.2%  | 0.8%                                   |
| Contributions Net                    | 17,345      | 24,476        | 20,814                | -3,662.00   | -15.0% | 20.0%                                  |
| Affiliated Medical Center Agreements | 46,926      | 47,618        | 47,713                | 95.00   | 0.2%   | 1.7%                                   |
| Other Income                         | 24,643      | 21,658        | 22,252                | 594.00  | 2.7%   | -9.7%                                  |
| Total Revenue                        | 759,361     | 789,895       | 788,577               | -1,318.00   | -0.2%  | 3.8%                                   |
| Salaries and Wages                   | 410,773     | 424,555       | 425,742               | -1,187.00   | -0.3%  | 3.6%                                   |
| Fringe Benefits                      | 91,392      | 99,574        | 99,766                | -192.00   | -0.2%  | 9.2%                                   |
| Purchased Services                   | 117,795     | 109,282       | 113,066               | -3,784.00   | -3.5%  | -4.0%                                  |
| Supplies                             | 10,552      | 14,294        | 14,760                | -466.00   | -3.3%  | 39.9%                                  |
| Equipment                            | 12,442      | 13,122        | 12,362                | 760.00  | 5.8%   | -0.6%                                  |
| Bad Debt                             | 491         | 2,995         | 1,605                 | 1,390.00  | 46.4%  | 226.9%                                 |
| Occupancy                            | 54,041      | 57,159        | 56,731                | 428.00  | 0.7%   | 5.0%                                   |
| Scholarships and Fellowships         | 11,070      | 10,483        | 10,548                | -65.00  | -0.6%  | -4.7%                                  |
| Communications                       | 4,850       | 5,336         | 5,347                 | -11.00  | -0.2%  | 10.2%                                  |
| Travel and Training                  | 15,766      | 13,350        | 13,557                | -207.00   | -1.6%  | -14.0%                                 |
| Other                                | 25,673      | 27,357        | 27,273                | 84.00   | 0.3%   | 6.2%                                   |
| Total Expenses                       | 754,845     | 777,507       | 780,757               | -3,250.00   | -0.4%  | 3.4%                                   |
| Operating Margin                     | \$4,516     | \$12,388      | \$7,820               | -4,568.00   | -36.9% | 73.2%                                  |

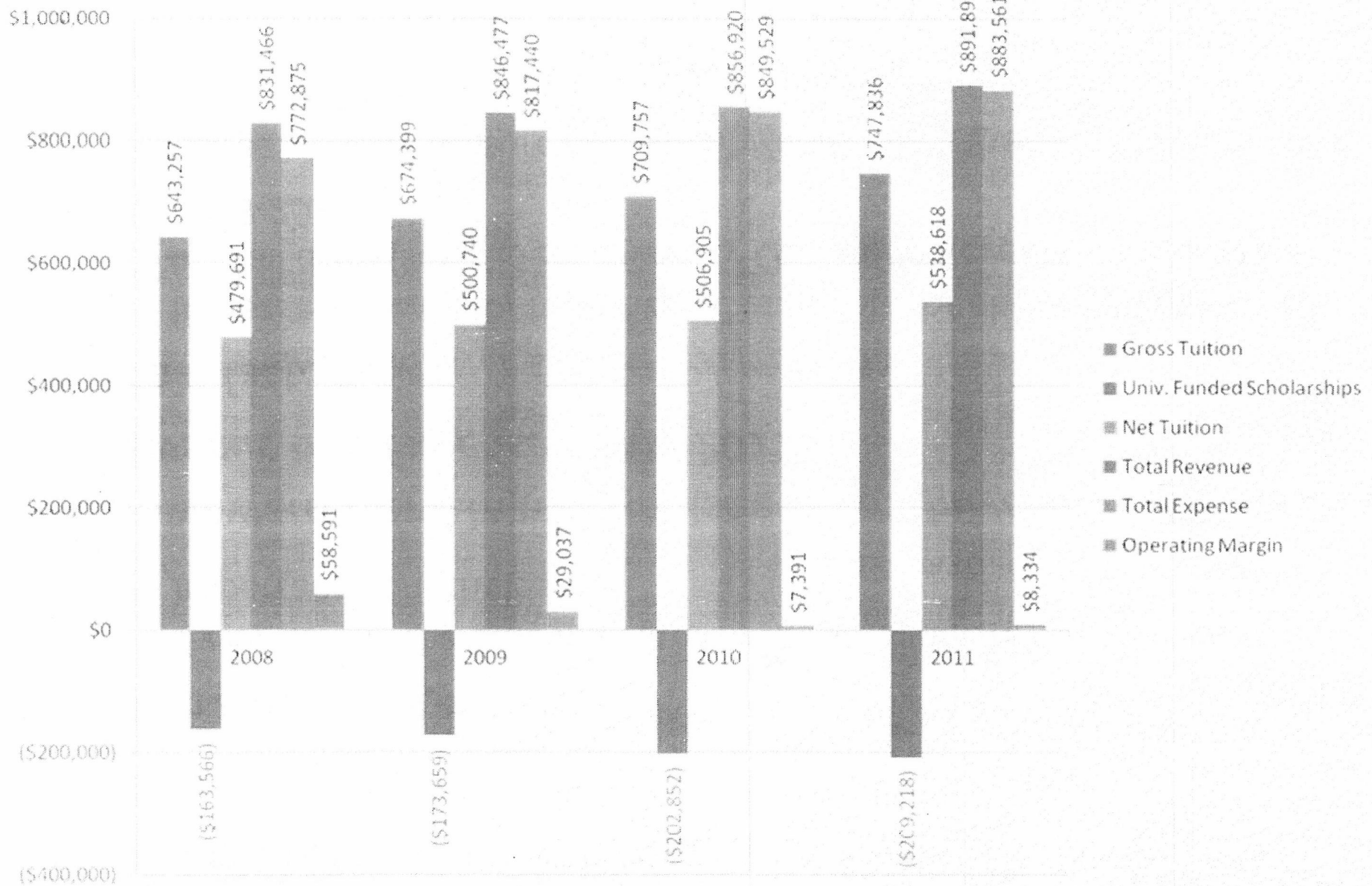
# FY 2011 & 2012 Combined Other (Decreases) Increases in Net Assets

|   |             | 2012     | 2012 Projected | 2012 Projected Actual<br>Variance: Favorable<br>(Unfavorable) |        | Projected<br>2012 vs. 2011<br>Actual %<br>Chng. |
|---|-------------|----------|----------------|---|--------|---|
| Other (Decreases) Increases in Net Assets | 2011 Actual | Budgeted | Actual         |   |        |   |
| Debt Service and Mandatory                | (50,250)    | (53,830) | (51,402)       | 2,428.00  | -4.5%  | 2.3%  |
| Endowment Support                         | 53,693      | 53,103   | 56,310         | 3,207.00  | 6.0%   | 4.9%  |
| Capital Expenditures                      | (16,062)    | (16,210) | (13,526)       | 2,684.00  | -16.6% | -15.8%  |
| Support/Investment                        | 8,103       | 4,548    | 798            | -3,750.00   | -82.5% | -90.2%  |
| Total Other Changes in Net Assets         | (4,516)     | (12,389) | (7,820)        | 4,569.00  | -36.9% | 73.2%   |
| Operating Results                         | 0           | 0        | 0              |   |        |   |

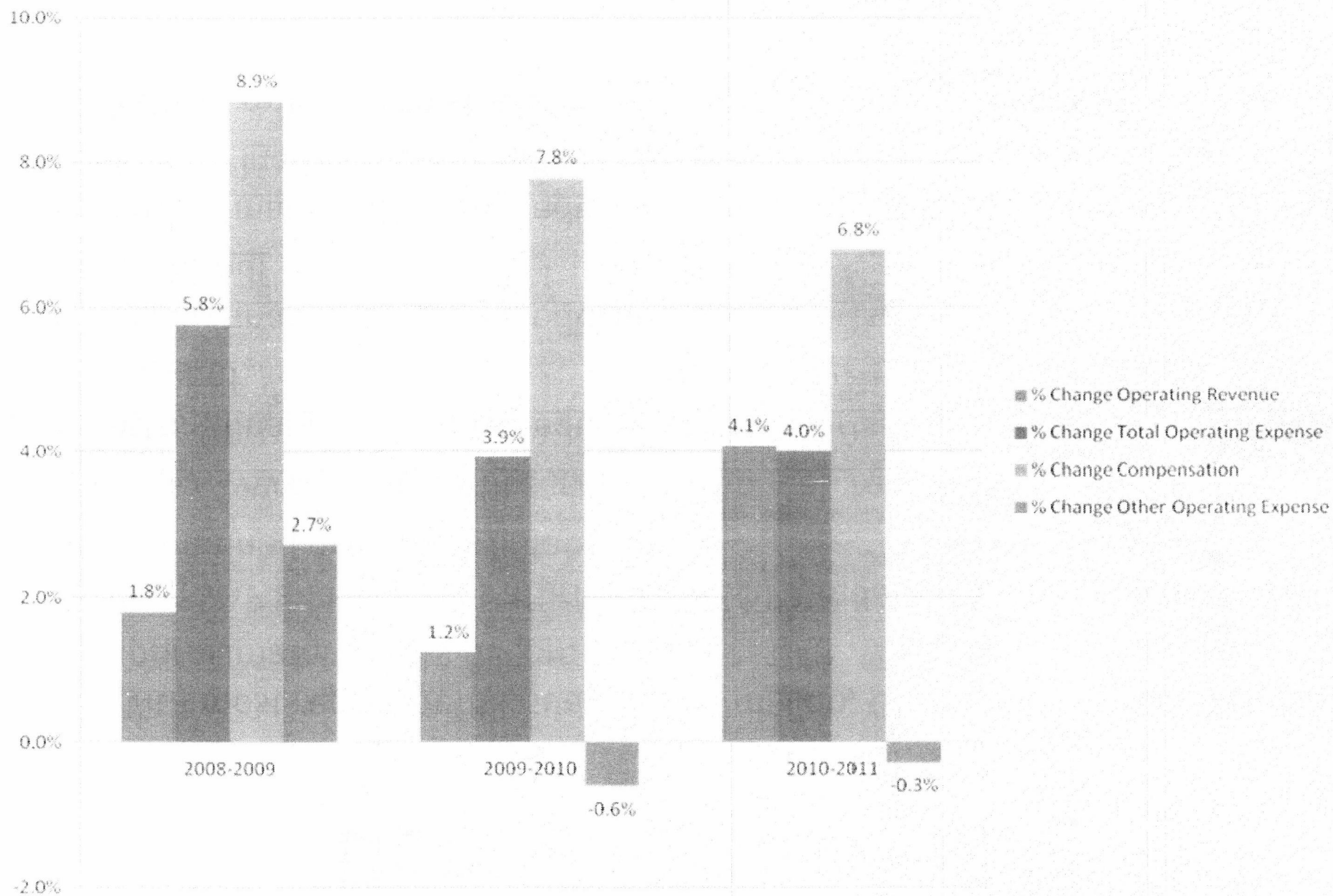
# Trends in the Operating Margin

- Operating margin
  - By no means the only indicator of financial performance, but important nonetheless
- Downward trend in margin: (see slide: *University Operating Revenue and Expense: 2008-2011*)
- Main factors
  - Increased university financial aid accounts for about \$20 million of overall drop (see slide: *University Operating Revenue and Expense: 2008-2011*)
  - Increased expenditures for faculty/staff the other major factor (see slide: *Percentage Changes in Operating Revenue and Expense*)

University Operating Revenue and Expense: 2008 - 2011  
 Source: Consolidated Statement of Unrestricted Activities



## Percentage Changes in Revenue and Expense





# Debt and Borrowing

- With most recent debt issue of \$300 million, GWU total rated debt equals approximately \$1.39 billion.
- Both S&P and Moody's affirmed A+(S&P) and A1 (Moody's) ratings and maintained outlook as "Stable."
- [http://www.financeoffice.gwu.edu/annual\\_reports.html](http://www.financeoffice.gwu.edu/annual_reports.html)
- [http://financeoffice.gwu.edu/financialreports/2012%20\\$300M%20GW%200OS.pdf](http://financeoffice.gwu.edu/financialreports/2012%20$300M%20GW%200OS.pdf)
- [http://financeoffice.gwu.edu/financialreports/RatingReport\\_Moodys\\_3-20-12.pdf](http://financeoffice.gwu.edu/financialreports/RatingReport_Moodys_3-20-12.pdf)
- <http://financeoffice.gwu.edu/financialreports/SP%20GW%20Series%202012%20Final%20Report.pdf>
- Ratings reflect both strengths and challenges (next slides)

# How the Credit Rating Agencies See Us: S&P

The 'A+' rating reflects our view of the university's:

- Stable enrollment and strong demand characteristics for its comprehensive academic programs;
- Continued operating surpluses through fiscal 2011, though margins have decreased since fiscal 2008 because the rate of revenue growth has been slower than that of the expense base;
- Good revenue diversity and demonstrated successful fundraising; and
- Experienced management team, which continues to focus on improving the university's visibility and stature, strengthening undergraduate quality, and increasing the endowment.

In our opinion, partially offsetting credit factors include:

- A high level of nominal debt, with large bullet maturities in 2017, 2019, 2022, and 2023 that management plans to extend at maturity;
- A moderately high pro forma maximum annual debt service (MADS) burden at 7.3%, excluding the bullet maturities;
- Adequate financial resources compared with pro forma debt; and
- A significant portion of its investment portfolio allocated to real estate, which generates income but is not immediately liquid.

# How Credit Ratings Agencies See Us: Moody's

## STRENGTHS

- \*Large urban comprehensive university with solid student demand located in the nation's capital, serving 21,124 full-time equivalent students in fall 2011. Undergraduate selectivity was 33.0% in fall 2011, with a yield of 31.5%.
- \*Large base of financial resources totaling \$1.66 billion at the end of FY 2011, providing a relatively healthy cushion to debt and operations. Expendable financial resources of \$1.44 billion covered pro forma direct debt by 1.0 times and annual operating expenses by 1.4 times. Moody's calculation of pro forma direct debt (\$1.39 billion) includes \$226 million of non-recourse mortgage debt related to the university's direct real estate investments near the campus.
- \*Healthy base of flexible reserves with monthly liquidity of \$617 million covering demand debt by 179% and equating to 239 days cash on hand.
- \*Manageable capital needs with our rating outlook reflecting of lack of plans for additional debt through the end of fiscal year 2014. ....The university has no plans for additional debt through the end of fiscal year 2014 (from elsewhere in Moody's report)

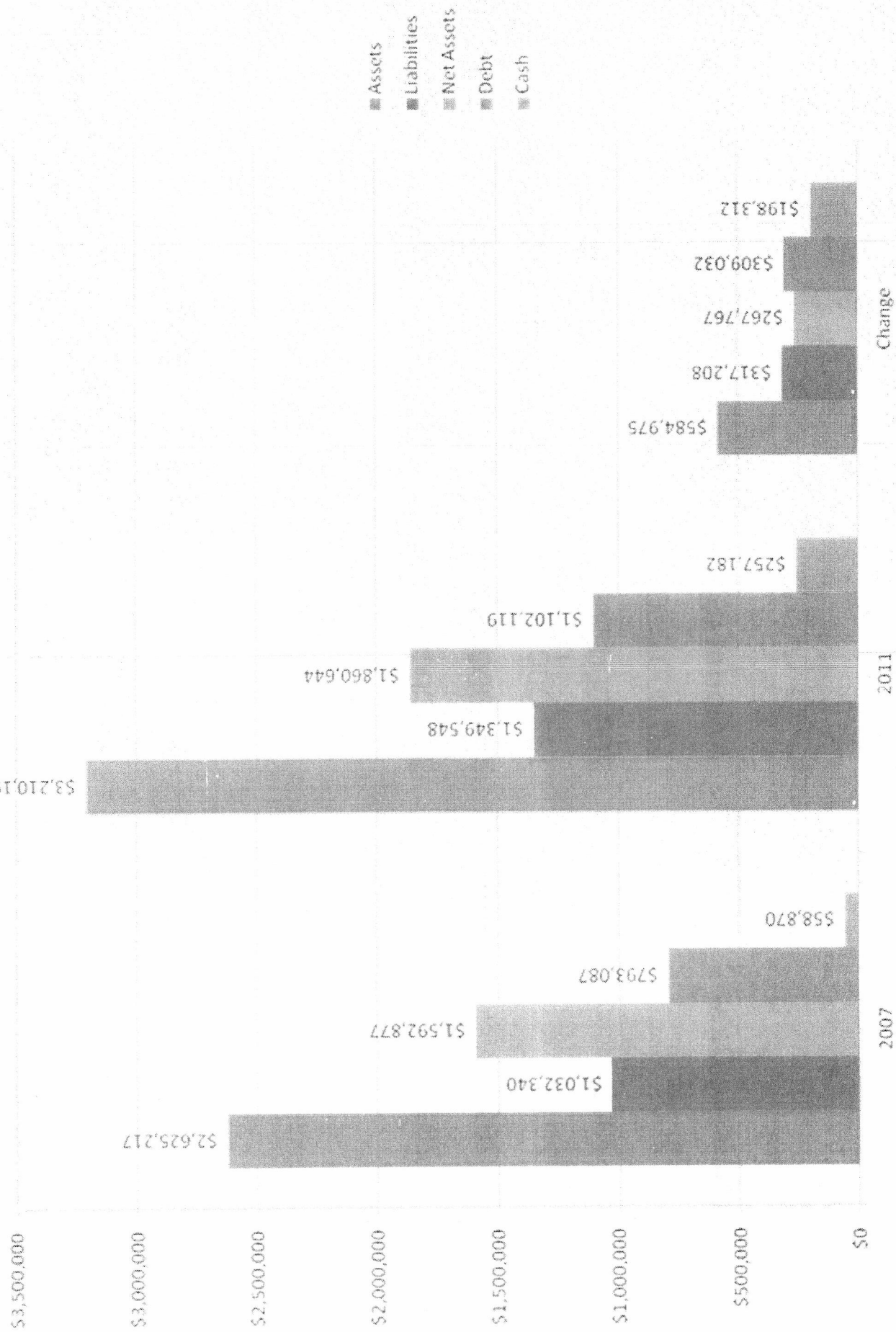
## CHALLENGES

- \*Uncommonly high operating leverage with pro forma debt of \$1.3 billion at 1.39 times operating revenue.
- \*Thin debt service coverage relative to rating with FY 2011 operating cash flow of 10.5% covering debt service 1.9 times combined with escalating debt service commitments through this additional debt.
- \*Pressure on ability to grow net tuition revenue could continue to challenge the university's operating performance, with student charges comprising nearly 62% of Moody's adjusted operating revenue in FY 2011. Fixed priced tuition program limits the university's financial flexibility compared to peers.
- \*University's financial resources include relatively concentrated commercial real estate holdings near the urban campus, with the holdings comprising a significant 35% of total investments at the end of fiscal 2011, including the rental payments GWU expects to receive from Boston Properties, Inc. (senior unsecured rating of Baa2) for the long-term ground lease of the university's Square 54 site.
- \*Debt structure includes \$756 million of bullet maturities in general obligation and non-recourse debt as well as 168 million of debt backed by letters of credit.
- \*The university has limited capacity for additional debt at the A1 level. (from elsewhere in Moody's report).

# Recent GW Bond Issues and Due Dates

| Bond Issue Date | Amount (\$) | Due Date           |
|-----------------|-------------|--------------------|
| 2007            | 50,000.000  | 2017               |
| 2009            | 200,000,000 | 2019               |
| 2010            | 138,000,000 | Various: 2010-2020 |
| 2011            | 150,000,000 | 2021               |
| 2012            | 300,000.000 | 2022               |

# Assets, Liabilities, Debt, Cash: 2007 - 2011





# The Operating Margin: Opportunities and Challenges

- Opportunities
  - Tuition
    - 3.7% (Undergraduate)
    - 5.5% to 8.5% (Graduate)
  - Moderating Tuition Discount rate
    - 43.3% in FY 2010
    - 35.2% for Fall 2011 entering class
    - Objective to lower discount rate (relative to 2010) by 0.5% per year until reach target of 37%
  - Managing the On-Campus Enrollment Cap
    - Without adjustment, cap => tuition \$'s grow by (roughly) amount of annual % increase
    - Adjustments: mix of students; off-campus courses; on-line courses
  - Innovation Task Force
    - New revenue sources
    - Cost savings available for reallocation
- Challenges
  - Annual growth rate in expenses
    - Staffing costs of increased University investments in science and technology
    - Operating costs of new facilities under construction
  - External factors: federal budget, course of interest rate.

# Science and Engineering Hall: Brief Summary

- Report from Executive Vice President Katz (Dec. 9, 2011)
  - Initial financing of SEH to come from internal and external borrowing
  - Square 54 revenues cover 50-60% of estimated \$275 million construction costs
  - Remainder to come from Philanthropy (\$100 million), Increased sponsored research recoveries (\$55 million)
- Report from Vice President Morsberger (March 9, 2012)
  - Amount raised as of the date of VP Morsberger's report: \$20 million
    - \$14 million in programmatic support
    - \$ 6 million in capital support
  - Active plan in place for fundraising related to SEH
    - Proposed naming gift of \$50 million
- Increased Indirect Cost Recoveries
  - \$55 million capitalized estimate implies increased indirect cost recovery of roughly \$3 to \$4million per year.

The George Washington University  
Faculty Senate Committee on  
Appointment, Salary, and Promotion Policies  
(including Fringe Benefits)

**Final Report 2011-12**

**May 7, 2012**

The ASPP committee had an active year this year. We met six times in the 2011-12 academic year and considered the following topics:

**Faculty salaries:** The Provost presented a document *Core Indicators of Academic Excellence* to the Faculty Senate in February 2012. It is noted that as a University, we are above the 80<sup>th</sup> percentile of AAUP averages at all ranks. The Associate and Assistant Professor ranks in GSEHD are not doing well and they are below the 60<sup>th</sup> percentile of AAUP averages; we are always reminded of the Faculty Senate resolution on the books that states that no school should be below the 60<sup>th</sup> percentile. The Provost promised to meet with Dean Michael Feuer about GSEHD's Associate and Assistant Professors; he recently informed us that GSEHD has a large number of contract faculty who are not paid as well as the tenured/tenure track faculty and this is the reason why GSEHD stays behind the 60<sup>th</sup> percentile.

In his report *Core Indicators of Academic Excellence* to the Senate, Provost Lerman also included information on **enrollment caps**. This is very important data as we approach enrollment cap. Count every 9 units as FTE at graduate level; 12 units for undergrad. GW employees who are also students do not count against the cap; same is true for off-campus doctoral students and ABD's. The question is whether DC will relent on the cap? Would D.C. be better served if the cap on graduate students was relaxed? Provost Lerman talked to the Deputy Mayor about the economic contribution GW makes. GU's neighborhood ANC is pushing for a 1000 student reduction in enrollment—students live in neighborhoods surrounding GU. AU is going through its own issues. They want to build dorms on campus, but neighbors don't want that.

**Salary Equity Committee:** This committee was formed in the academic year 2010-11 and its Chair, Professor Steve Tuch, provided updates to the ASPP committee on the workings of his committee. Through the computer based analysis, 141 cases have been identified and marked for further analysis. Assistant VP Annie Wooldridge is reviewing these cases; this review is labor intensive, was expected to finish by the end of the current academic year, but is presently bogged down due to a shortage of personnel in Annie's office. We have requested the Provost to provide more personnel so this task can be completed and those, for whom salary adjustment may be warranted, are identified and provided prompt salary adjustments.

**Faculty Career Cycle Projects:** Vice Provost Dianne Martin brought this issue to our committee. Faculty retirement is a national issue. Goal is to identify retirement factors that influence a decision to retire. After several sets of possible plans were considered, the ASPP committee advised the administration to construct plans that are like bell shaped curve—lower incentives at both ends of the age groups and higher incentive in the middle. These plans will be further discussed in the fall semester with possible availability in the next year. Three tracks are

presently being considered under this plan: *Immediate Payout Plan Phased Retirement Plan Voluntary Retirement of Tenure / Change of Faculty Status available to faculty.*

**BAC (Benefits Advisory Committee):** There have been several meetings of BAC this year. Different options were considered for health care benefits and it was decided that in 2012 the co-payments and deductibles would remain the same although monthly premiums would increase. At the request of the faculty members of BAC, a special meeting was held where the University's methodology for forecasting the faculty/staff portion of the health care premiums was discussed. University consultants to the process presented a description of the methodology, process, and assumptions used to determine contributions. It is noted that while GW premiums have gone up 6.8% on average, this increase is low relative to increases in health care costs across the nation.

**Review of proposed health care benefits information for 2012:** We had extensive discussions in BAC and ASPP committees on the health care benefits. In 2012, premiums increased by 6.8% with no changes to copayments and deductibles. The providers not in-network continue to be covered in full by UHC (this applies to the providers who were seen by the employees in 2010). Most employees (64%) are in the Choice Plus Blue plan; this is the plan for low use of healthcare by employees and their premiums increased by 2.4%. Choice Plus Buff plan has 20% of the employees and their premiums increased by 9.2%. The Choice plan is chosen by 16% of the employees and their premiums increased by 15%. The employees continue to pay 26% (\$9.3m) and GW pays 74% (\$26m).

For 2013, there is a proposal to add a new tier (employee + children) to the medical premium structure: employee, employee plus spouse, employee plus family, and an added level of *employee plus children*. GW currently has a two tier premium structure for full-time employees who make above or below \$30K. We thought it is advisable to increase that threshold to \$40k. GW has introduced a new Health Advocate (at no cost to employees) who began in October. This Advocate will help individuals better navigate the healthcare system.

**Short Term Disability.** There is no change to the voluntary short term disability (STD) program available to faculty with less than two years of service at GW. Also, there is no change for faculty with two or more years of service, and one month or less disability. New proposal in place this year after extensive discussions with the ASPP committee: The funding for full time faculty with more than one month disability and more than 2 years service will now come from the fringe benefits account rather than departmental funds. The current application process has been changed and the employee will now apply to Unum rather than the department Chair, Unum recommends a decision to GW Provost, and GW provides the money. This change takes the private medical info out of the department hands. There is an appeal process to Unum's decision. The revisions to the management of short term disability went into effect on December 1, 2011.

**Sabbatical for faculty on partial retirement:** The question we considered this year was: Are the faculty on partial retirement contracts eligible for sabbatical and, if so, what should the policy be? After consultations with the ASPP committee, the administration has decided that, in general, faculty on partial retirement contracts are ineligible for sabbaticals.

**Compilation of Top Administration Salaries; Comparison with Faculty Salaries and Tuition Increases:** ASPP Chair Murli Gupta compiled the top administrators' salaries (W2 and 1099 amounts, excluding "retirement and other deferred compensation" and "nontaxable benefits") for the tax year ending December 2009 (from IRS filing Form 990) as well as the averages of faculty salaries and new student tuition for the past six years. (This information is enclosed.) It is noted that in 2009, there was a 9% decrease in the average of top administrators' salaries listed in this compilation.

Respectfully Submitted

**Murli M. Gupta, Mathematics (May 7, 2012)**  
Acting Chair, ASPP Committee

**Membership of ASPP Committee (2011-12)**

Abravanel, Eugene, Psychology  
Achrol, Ravi, Marketing  
Brown, Karen, Law  
Bura, Efstathia, Statistics  
Green, Colin, Teacher Prep, & Spec. Ed.  
Malone-France, Derek, University Writing Program  
Marotta, Sylvia, Counseling, Human and Organizational Studies  
Mazur, Amy J., Special Education  
Pintz, Christine, Nursing  
Plack, Margaret, Health Care Sciences  
Schanfield, Moses S., Forensic Sciences  
Vincze, Eva, Forensic Sciences  
Wasyliwskyj, Wasyli, Engineering and Applied Science  
Wirtz, Philip W., Decision Sciences  
Zaghloul, Mona, Electrical Engineering and Computer Science

*Ex officio*

Galston, Miriam, Executive Committee Liaison  
Ellis, Sabrina, Vice President for Human Resources  
Katz, Louis H., Executive Vice President and Treasurer  
Lerman, Steven, Provost and Executive Vice President for Academic Affairs  
Lopez, Jennifer, Executive Director of Tax, Payroll and Benefits Administration  
Martin, Dianne, Vice Provost for Faculty Affairs  
Stewart, Andrea W., Gelman Library  
Wolken, Teresa, AVP HR Total Rewards



# The George Washington University

## Compilation of Top Administration Salaries; Comparison with Faculty Salaries and Tuition Increases

November 27, 2011

### GW Compensation Data from IRS Form 990 Schedule A (Salaries reported to IRS.)

(The salaries reported below differ from "Total Compensation" as they exclude the "Retirement and other deferred compensation" and "Nontaxable benefits")

| President and Vice Presidents | Year Ending<br>Dec-09 | Year Ending<br>Dec-08 | 1 year<br>% Change<br>12/08-12/09 | Year Ending<br>Dec-07 | 2 year<br>% Change<br>12/07-12/09 | Year Ending<br>Dec-06 | 3 year<br>% Change<br>12/06-12/09 | Year Ending<br>Dec-04 | 5 year<br>% Change<br>12/04-12/09 | Year Ending<br>Dec-03 | 6 year<br>% Change<br>12/03-12/09 |
|-------------------------------|-----------------------|-----------------------|-----------------------------------|-----------------------|-----------------------------------|-----------------------|-----------------------------------|-----------------------|-----------------------------------|-----------------------|-----------------------------------|
|-------------------------------|-----------------------|-----------------------|-----------------------------------|-----------------------|-----------------------------------|-----------------------|-----------------------------------|-----------------------|-----------------------------------|-----------------------|-----------------------------------|

**Steven Knapp** President\* \$905,277 \$895,305 1.1% \$715,627 26.5%  
 \* President Knapp joined GWU on 08/01/2007 and was paid \$298,178 as salary for 5 months which is annualized and reported above as 2007 salary (\$298,178 x 12/5)

**Stephen Joel Trachtenberg** President Emeritus\*\* \$623,165 \$789,020 -21.0% \$1,025,875 \$691,204 \$630,021 \$609,837  
 \*\*President Trachtenberg was paid \$3,578,566 on retirement (7/31/2007); of this amount \$2,980,139 was "payout of deferred compensation and accrued sabbatical leave".  
 The difference \$598,427 constitutes salary for 7 months which is annualized and reported above as 2007 salary (\$598,427 x 12/7)

**John Williams** Provost & VP Health \$773,705 \$867,913 -10.9% \$772,500 0.2% \$676,584 14.4% \$593,516 30.4% \$578,616 33.7%

**Louis Katz** Exec VP & Treasurer \$740,880 \$809,733 -8.5% \$618,557 19.8% \$544,371 36.1% \$503,209 47.2% \$496,233 49.3%

**Robert Chernak** Senior VP SASS \$539,131 \$623,957 -13.6% \$450,374 19.7% \$403,755 33.5% \$341,894 57.7% \$331,617 62.6%

**Don Lehman** Exec VP Acad Affairs \$598,987 \$549,675 9.0% \$445,956 34.3% \$386,770 54.9% \$320,070 87.1% \$306,954 95.1%

**Average Total Senior Administration Increases:** Over 1 year: -9.0% Over 2 years: 18.5% Over 3 years: 34.7% Over 5 years: 55.6% Over 6 years: 60.2%

**Tuition and fees (New Undergraduates)**  
[http://www.gwu.edu/~ire/tuition\\_fees.htm](http://www.gwu.edu/~ire/tuition_fees.htm)

|                          | 2011/12  | 2010/11  | 2009/10  | 2008/09  | 2007/08  | 2006/07  | 2005/06  |
|--------------------------|----------|----------|----------|----------|----------|----------|----------|
| Annual Tuition Increase: | \$44,148 | \$42,905 | \$41,655 | \$40,437 | \$39,240 | \$37,820 | \$36,400 |
|                          | 2.90%    | 3.00%    | 3.01%    | 3.05%    | 3.75%    | 3.90%    |          |

**Total Increase in Tuition for New Undergraduates over 6 years (2005/06-2011/12)-->** 21.29%

### Faculty Salaries Data from GW Fact Book (Average Regular Full Time Salaries, excludes School of Medicine)

<http://www.gwu.edu/~ire/fsas.htm>

|                            | Average Salaries<br>2010/11 | Average Salaries<br>2009/10 | 1 year<br>% Change<br>6/09-6/10 | Average Salaries<br>2008/09 | 2 year<br>% Change<br>6/09-6/11 | Average Salaries<br>2007/08 | 3 year<br>% Change<br>6/08-6/11 | Average Salaries<br>2006/07 | 4 year<br>% Change<br>6/07-6/11 | Average Salaries<br>2005/06 | 5 year<br>% Change<br>6/06-6/11 | Average Salaries<br>2004/05 | 6 year<br>% Change<br>6/05-6/11 |
|----------------------------|-----------------------------|-----------------------------|---------------------------------|-----------------------------|---------------------------------|-----------------------------|---------------------------------|-----------------------------|---------------------------------|-----------------------------|---------------------------------|-----------------------------|---------------------------------|
| <b>Professor</b>           | \$146,400                   | \$142,900                   | 2.4%                            | \$134,788                   | 8.6%                            | \$128,500                   | 13.9%                           | \$123,936                   | 18.1%                           | \$118,802                   | 23.2%                           | \$110,288                   | 32.7%                           |
| <b>Associate Professor</b> | \$100,200                   | \$98,600                    | 1.6%                            | \$97,025                    | 3.3%                            | \$92,600                    | 8.2%                            | \$89,450                    | 12.0%                           | \$84,307                    | 18.9%                           | \$80,677                    | 24.2%                           |
| <b>Assistant Professor</b> | \$82,100                    | \$81,000                    | 1.4%                            | \$78,764                    | 4.2%                            | \$75,100                    | 9.3%                            | \$72,132                    | 13.8%                           | \$69,306                    | 18.5%                           | \$63,157                    | 30.0%                           |

**al Faculty Increases over time period:** 1 year: 1.8% 2 years: 5.4% 3 years: 10.5% 4 years: 14.7% 5 years: 20.2% 6 years: 29.0%

May 11, 2012

**FACULTY SENATE COMMITTEES**  
**2012-13 Session**

**STANDING COMMITTEE CHAIRS**

**2012-13**  
**Executive**  
**Committee**  
**Liaison**

- |     |  |             |
|-----|--|-------------|
| 1.  | <b>ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT</b><br>Chair: to be elected                       | Dickson     |
| 2.  | <b>APPOINTMENT, SALARY, AND PROMOTION POLICIES (INCLUDING FRINGE BENEFITS)</b><br>Acting Chair: Professor Murli M. Gupta | Acquaviva   |
| 3.  | <b>ATHLETICS AND RECREATION</b><br>Chair: Professor Gary L. Simon  | Fairfax     |
| 4.  | <b>EDUCATIONAL POLICY</b><br>Chair: Professor Robert J. Harrington   | Dickson     |
| 5.  | <b>FISCAL PLANNING AND BUDGETING</b><br>Chair: Professor Joseph J. Cordes  | Castleberry |
| 6.  | <b>HONORS AND ACADEMIC CONVOCATIONS</b><br>Chair: Professor Scheherazade S. Rehman                                       | Rehman      |
| 7.  | <b>LIBRARIES</b><br>Chair: Professor David W. McAleavey  | McAleavey   |
| 8.  | <b>PHYSICAL FACILITIES</b><br>Chair: Professor Hermann Helgert   | Greenberg   |
| 9.  | <b>PROFESSIONAL ETHICS AND ACADEMIC FREEDOM</b><br>Chair: Professor Charles A. Garris, Jr.                               | Acquaviva   |
| 10. | <b>RESEARCH</b><br>Chair: Professor Anthony M. Yezer   | Rehman      |
| 11. | <b>UNIVERSITY AND URBAN AFFAIRS</b><br>Chair: Professor Kathryn Newcomer   | Dickson     |
| 12. | <b>JOINT COMMITTEE OF FACULTY AND STUDENTS</b><br>Faculty Co-Chair: to be elected  | McAleavey   |

## MEMBERS OF THE FACULTY SENATE COMMITTEES 2012-13 Session

### EXECUTIVE COMMITTEE

|   |   |          |
|---|---|----------|
| 2134 G Street, N.W. #423                  | Michael S. Castleberry (GSEHD), Chair       | 4-1510   |
| 900 23 <sup>rd</sup> Street, NW, #6187    | Acquaviva, Kimberly D. (SON)                | 4-7735   |
| Monroe Hall, #480                         | Bruce Dickson (ESIA)                        | 4-4186   |
| 2000 H Street, N.W.                       | Fairfax, Roger A. (GWLS)                    | 4-1150   |
| Phillips Hall, Room T-737                 | Charles A. Garris, Jr. (SEAS)               | 4-3646   |
| 2100-W Pennsylvania Ave.<br>NW, 8th floor | Alan E. Greenberg (SPHHS)                   | 4-0612   |
| Rome Hall, Rm. 655                        | David W. McAleavey (CCAS)                   | 4-6515   |
| Funger 401E                               | Scheherazade S. Rehman (SB)                 | 4-6813   |
| ACC 2B-418                                | Robert Shesser (SMHS)                       | 741-2911 |
| Rice Hall, 8th Floor                      | Steven Knapp (President), <i>ex-officio</i> | 4-6500   |

### DISPUTE RESOLUTION COMMITTEE

Chair: Professor Kurt J. Darr (SPHHS)

### ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT

\*Chair: to be elected

Carter, Geoffrey, English

Hamano, Shoko, East Asian Languages & Literatures

LeLacheur, Susan, Physician's Assistant Studies

Zderic, Vesna, Electrical Engineering & Computer Science

Non-voting:

Amundson, Elizabeth A., Registrar

TBD, Student Liaison

Boyer, Chris, Deputy Director of Athletics

Chernak, Robert A., Senior Vice Provost and Senior Vice President for Student and Academic Support Services

\*Dickson, Bruce, Political Science and International Affairs, Executive Committee Liaison

Napper, Kathryn, Executive Dean, Undergraduate Admissions

Nero, Patrick, Director of Athletics

Rypkema, Geri, Director, Office of Graduate Student Support

Siegel, Fred, Associate Vice President

Small, Daniel, Executive Director, Student Financial Assistance

Smith, Dolsy, Instruction Librarian, Gelman Library

Williams, Kristin, Director, Graduate Student Enrollment Management

**\*Member of the Senate**

The most current Committee List is available online at [www.gwu.edu/facsen/faculty\\_senate/pdf/CmtList.pdf](http://www.gwu.edu/facsen/faculty_senate/pdf/CmtList.pdf)

**APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)**

Acting Chair: Gupta, Murli M., Mathematics (will continue if asked)  
Abravanel, Eugene, Psychology  
Achrol, Ravi, Marketing  
Brown, Karen, Law  
Bura, Efstathia, Statistics  
Mazur, Amy J., Special Education  
Malone-France, Derek, University Writing Program  
Marotta, Sylvia, Counseling, Human and Organizational Studies  
Pintz, Christine, Nursing  
Plack, Margaret, Health Care Sciences  
Schanfield, Moses S., Forensic Sciences  
Sidawy, Anton, Surgery  
\* Swaine, Edward T., Law  
Vincze, Eva, Forensic Sciences  
\*Wirtz, Philip W., Decision Sciences

**Non-voting:**

\* Acquaviva, Kimberly D., Nursing, Executive Committee Liaison  
Katz, Louis H., Executive Vice President and Treasurer  
Lerman, Steven, Provost and Executive Vice President for Academic Affairs  
Martin, C. Dianne, Vice Provost for Faculty Affairs  
Stewart, Andrea W., Associate University Librarian for Administration, Development, and Human Resources, Gelman Library

**ATHLETICS AND RECREATION**

\*Chair: Simon, Gary L., Medicine  
DiPietro, Loretta, Exercise Science  
\*Fairfax, Roger A., Jr., Law  
Falk, Nancy, Nursing  
Friedenthal, Jack H., Law  
McHugh, Patrick, Management  
Nerotti, Lisa,  
\* Shesser, Robert, Emergency Medicine

**Non-voting:**

Brown, Ann, Reference and Instruction Librarian, Gelman Library  
Chernak, Robert A., Senior Vice Provost and Senior Vice President for Student and Academic Support Services  
Julien, Andre, Assistant Athletic Director  
Director of Athletics and Recreation  
Linebaugh, Craig W., Senior Associate Provost for Academic Operations  
TBD, Student Liaison  
\*Simon, Gary, Medicine, Executive Committee Liaison  
Warner, Mary Jo, Senior Associate Director of Athletics and Recreation

**\*Member of the Senate**

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**EDUCATIONAL POLICY**

**\*Chair: Harrington, Robert J., Engineering**

Davis, Sandra L., Nursing

Doebel, Hartmut, Biology

Kristensen, Randi, University Writing Program

Smith, Andrew M., Near Eastern Languages and Cultures

**\*Wirtz, Philip W., Decision Sciences**

**Non-voting:**

Amundson, Elizabeth A., Registrar

Beil, Cheryl, Associate Provost for Academic Planning and Assessment

Chernak, Robert A., Senior Vice Provost and Senior Vice President for Student and Academic Support Services

**\*Dickson, Bruce, Political Science and International Affairs, Executive Committee Liaison**

Ehrmann, Steve, Vice Provost for Teaching and Learning

Feuer, Michael J., Dean, Graduate School of Education and Human Development

Gaspar, Debbie, Coordinator of Education and Instruction, Gelman Library

TBD, Student Liaison

Konwerski, Peter, Senior Associate Vice President and Dean of Students

Napper, Kathryn, Executive Dean, Undergraduate Admissions

Small, Daniel, Executive Director, Student Financial Assistance

**FISCAL PLANNING AND BUDGETING**

**\*Chair: Cordes, Joseph J., Economics—**

Biles, Brian, Health Policy

Cherian, Edward J., Information Technology Management

Griffith, William B., Philosophy, Emeritus

**\*Ku, Leighton, Health Policy**

Lang, Roger, Electrical and Computer Engineering

Lindahl, Frederick, Accountancy

**\*Parsons, Donald O., Economics**

Wright, Stephanie, Nursing

**\*Yezer, Anthony M., Economics**

**Non-voting:**

Brown, Michael E., Dean, Elliott School of International Affairs

Burke, Kathleen, Dean, College of Professional Studies (fall semester 2011 only)

**\*Castleberry, Michael S., Executive Committee Liaison**

Charles, Leroy, Assistant Vice President for Health Affairs

Chernak, Robert A., Senior Vice Provost and Senior Vice President for Student and Academic Support Services

Guthrie, Doug., Dean, GW School of Business

Katz, Louis H., Executive Vice President and Treasurer

Lerman, Steven, Provost and Executive Vice President for Academic Affairs

Maltzman, Forrest, Senior Vice Provost for Academic Affairs and Planning

Morsberger, Mike, Vice President for Development and Alumni Relations

Rose, Vanessa R., Chief Budget Officer

Siggins, Jack A., University Librarian

**\*Member of the Senate**

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**HONORS AND ACADEMIC CONVOCATIONS**

**\*Chair:** Rehman, Scheherazade S., International Business and International Affairs

**\*Castleberry, Michael S.,** Special Education and Disability Studies

Ingraham, Loring J., Professional Psychology

Ismail, Catheeja, Health Sciences

Khamooshi, Homayoun, Decision Sciences

**Non-voting:**

Baldassaro, Sarah G., Assistant Vice President for Communications

TBD, Student Liaison

Kinniff, Jennifer, Public Services and Outreach Librarian, Gelman Library

Martin, C. Dianne, Vice Provost for Faculty Affairs

**\*Rehman, Schcherazade S.,** Executive Committee Liaison

Siegel, Fred, Associate Vice President, Student and Academic Support Services

**LIBRARIES**

**\*Chair:** McAleavey, David W., English

Berkovich, Simon, Engineering and Applied Science

Fon, Vincy, Economics

Gomez, Carmen F., Theatre and Dance

Liang, Chunlei, Mechanical and Aerospace Engineering

**Non-voting:**

Ehrmann, Steve, Vice Provost for Teaching and Learning

Linton, Anne, Director, Library Services, Himmelfarb Health Sciences Library

**\*McAleavey, David W.,** Executive Committee Liaison

Pagel, Scott B., Director, Law Library

Siggins, Jack A., University Librarian

TBD, Student Liaison

**PHYSICAL FACILITIES**

**\*Chair:** Helgert, Hermann J., Engineering and Applied Science

Anderson, Catherine, Interior Design

Bardet, Phillippe, Mechanical and Aerospace Engineering

Gallo, Linda L., Biochemistry and Molecular Biology, Emeritus

Greenberg, Alan, Epidemiology and Biostatistics

Junghenn, Hugo, Mathematics

King, Michael M., Chemistry

Lipscomb Diana L., Biology

Packer, Randall, Biology

**Non-voting:**

Amundson, Elizabeth A., Registrar

Beheler, Melia, Financial Director, Gelman Library

**\*Greenberg, Alan E.,** Executive Committee Liaison

Katz, Louis H., Executive Vice President and Treasurer

O'Neil Knight, Alicia M., Senior Associate Vice President for Operations

Linebaugh, Craig W., Senior Associate Provost for Academic Operations

**\*Member of the Senate**

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**PHYSICAL FACILITIES (cont.)**

TBD., Student Liaison

Weinshel, Seth, Director of Housing Assignments–

**PROFESSIONAL ETHICS AND ACADEMIC FREEDOM**

\*Chair: Garriss, Charles A., Jr., Engineering

\*Acquaviva, Kimberly, Nursing Education

\*Barnhill, Theodore M., Finance

Butler, Joan, Clinical Research and Leadership

Cawley, James, Prevention & Community Health

Darr, Kurt J., Health Services Management & Leadership

Kyriakopoulos, Nicholas, Engineering

Loew, Murray, Engineering

Robinson, Lilien F., Art History

Roth, Katalin, Medicine

Watkins, Ryan, Educational Leadership

Wilmarth, Arthur E., Jr., Law

Windsor, Richard, Prevention and  
Community Health

\*Wirtz, Philip W., Decision Sciences

**Non-voting:**

\*Acquaviva, Kimberly D., Executive Committee Liaison

Barratt, Marguerite (Peg), Dean, Columbian College of Arts and  
Sciences

Berman, Paul S., Dean, GW Law School

Kinder, Robin, Coordinator of Reference Services, Gelman Library

Martin, C. Dianne, Vice Provost for Faculty Affairs

Weitzner, Richard, Associate General Counsel

**RESEARCH**

|   |   |
|---|---|
| <p>*Chair: Yezer, Anthony M., Economics</p> <p>Bura, Efstathia, Statistics</p> <p>Briscoe, William, Physics</p> <p><u>Clayton, Jennifer, Educational Leadership</u></p> <p>Dimri, Goberdhan, Biochemistry</p> <p>Dhuga, Kalvir, Physics</p> <p>Ekmekci, Ozgur, Clinical Leadership</p> <p>Gastwirth, Joseph, Statistics</p> <p>Jain, Vivek, Pulmonary, Critical Care &amp;<br/>Sleep Medicine</p> | <p>Ishizawa, Hiromi, Sociology</p> <p>Umpleby, Stuart A., Management</p> <p>Leng, Yongsheng, Mechanical and<br/>Aerospace Engineering</p> <p>Opper, Allena K., Physiology</p> <p><u>Savickas, Robert, Finance</u></p> <p>Umpleby, Stuart A., Management</p> |
|---|---|

**Non-voting:**

Barratt, Marguerite (Peg), Dean, Columbian College of Arts and Sciences

Chalupa, Leo M., Vice President for Research

Dolling, David S., Dean, School of Engineering and Applied Science

Ladisch, Stephan, Director, GWU Institute of Biomedical Sciences

**\*Member of the Senate**

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RESEARCH(cont.)

Mandeville-Gamble, Steven, Associate University Librarian for Collections and Scholarly Communication, Gelman Library

\*Rehman, Scheherazade, Executive Committee Liaison  
TBD, Student Liaison

UNIVERSITY AND URBAN AFFAIRS

\*Chair: Newcomer, Kathryn, Public Policy and Public Administration  
Chalofsky, Neal, Human and Organizational Learning

\*Fairfax, Roger A., Jr., Law  
McRuer, Robert, English  
Pulcini, Joyce, Nursing  
Ruth, Richard, Professional Psychology  
Umpleby, Stuart A., Management

Non-voting:

Cannaday Saulny, Helen, Associate Vice President, Student and Academic Support Services  
Cohen, Amy, Executive Director, Civic Engagement and Public Service  
Demczuk, Bernard, Assistant Vice President for District of Columbia Affairs  
\*Dickson, Bruce, Political Science and International Affairs, Executive Committee Liaison  
Katz, Louis H., Executive Vice President and Treasurer  
Konwerski, Peter, Senior Associate Vice President and Dean of Students  
Raiford, Meredith Evans, Director of the Special Collections Research Center, Gelman Library  
Robinson, Sammie, Associate Director, Undergraduate Admissions  
Scarboro, Donna, Associate Vice President for International Programs  
TBD, Student Liaison

The following Committee is not a Standing Committee of the Faculty Senate, but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

Co-Chair: to be elected  
Doebel, Hartmut, Biology  
Jain, Vivek, Medicine  
Mazur, Amy J., Special Education  
Rapelyea, Jocelyn, Radiology  
Roddiss, Kim, Civil and Environmental Engineering

Student Members

To be appointed

\*Member of the Senate

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REPORT OF THE FACULTY SENATE TO THE ACADEMIC AFFAIRS COMMITTEE  
OF THE BOARD OF TRUSTEES

May 17, 2012

On behalf of the Faculty Senate I offer the following report.

ACTION ITEMS

The Faculty Senate adopted one resolution at its April meeting to enlarge the membership of the Senate. The resolution will be transmitted to the University Administration. If approved, the Resolution would require approval by the Faculty Assembly [the meeting is scheduled for October 2, 2012] before consideration by the Board of Trustees.

At the April meeting the Faculty Senate approved the changes to the Conflict of Interest policy necessitated by new requirements imposed by the National Institutes of Health. The resolution will be transmitted to the University Administration.

REPORTS

*Report of the Athletic Director*

Patrick Nero spoke to the Senate at the April meeting on his plans for the collegiate, club, and intramural athletics programs at the University. Among items mentioned was the low level of funding in comparison to other schools in the athletic conference and the general state of the athletic programs. The Senate has requested regular updates on the implementation of the Athletics Strategic Plan approved last year.

*Update on the Strategic Planning Process*

The Provost has provided updates at the last two Senate meetings on the status of the University Strategic Planning process. The Committee continues to meet and the plan will be the main topic of the Board of Trustees retreat in June. The expectation is that it will be completed in time for presentation at the Faculty Assembly on October 2, 2012.

GRIEVANCES

The tenure revocation case before the Dispute Resolution Committee continues. There is also a nonconcurrence from Columbian College of Arts and Science (CCAS) that will be heard by the Executive Committee of the Faculty Senate. At this time we have received no further letters of transmittal on nonconcurrences.

Respectfully submitted,

Michael S. Castleberry, Chair  
Faculty Senate Executive Committee



## REPORT OF THE EXECUTIVE COMMITTEE

11 May, 2012

Michael S. Castleberry, Chair

### COMMITTEE REPORTS

We have forwarded to you or have on the tables today reports from all the Senate Standing Committees that have submitted a final report on the 2011-2012 activities and actions of the Committee. We request that any Committee that has not yet submitted a report do so as soon as possible. We will be reviewing the work of our Committees pursuant to developing a charge to guide our activities during the coming session. Again, we thank the Committee Chairs and the members of the Committees for their efforts.

We begin today the 2012-2013 Senate Session. With the finalization of the Strategic Planning Committee's work we expect that there will be much for us to do next year. We request that all members of the Faculty Senate monitor the work done in committees and, when possible, attend committee meetings.

### ACTIONS OF THE EXECUTIVE COMMITTEE

We appreciate the presentation today of International Programs Director Donna Scarboro on the year-long study of International Programs that was completed in Fall, 2011. We hope the members of the Senate will share this information within the schools to better inform all faculty of the depth and scope of our international efforts. We will be monitoring the incorporation of the recommendations in the final University Strategic Plan in Fall, 2012. During the first meeting of the fall semester we will be calling on Provost Lerman to report on the progress of the Strategic Planning group as it nears completion.

#### Personnel Matters

The grievance in the School of Public Health and Health Services previously reported remains in process.

We expect, but have not been formally notified of, two administrative non-concurrences from the School of Business.

As reported last month, Professor Darr, Chair of the Dispute Resolution Committee, has requested that the Executive Committee add alternate temporary members to the Committee. We have submitted a list with the names of Professors, Galston, Corry, and Marotta, as well as the names of the members of the Executive Committee to serve as emergency alternates during a time when there is significant Committee activity. We anticipate needing further members to support this important work and we will be asking members of the Senate for names from their schools. This Committee does crucial work for the faculty and we again commend and thank Professor Darr for his longstanding leadership of this group and his supervision of the important but very detailed work of the Committee. We will continue to address the Committee membership needs at the next meeting of the Executive Committee.

#### Next Meeting of the Executive Committee

The next meeting of the Executive Committee is scheduled for August 24, 2012. Please submit resolutions, reports and any other matters for consideration prior to that meeting. The next meeting of the Faculty Senate will be on September 14, 2012.





As this is the final meeting of the 2011-2012 Academic Year, I would like to thank the members of the Senate for the time and effort they expend on the work of this body. The beginning of the next academic year will be busy and there is at least one Resolution that will come before the Faculty Assembly in October. We will be prepared to address these matters in the first meeting of the fall semester. My personal thanks to the members of the Executive Committee for their work this year. As Professors Simon and Galston step down from the committee after valued service we have already put Professors Shesser and Fairfax to work.

The work of this body is ongoing and requires the efforts of all of the membership, the committees, the chairs, and the administration representatives to be successful. I thank you all for your hard work. Have an enjoyable summer and be thinking about the Strategic Plan during all your free moments!





**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, D.C.**

**The Faculty Senate**

**May 3, 2012**

The Faculty Senate will meet on Friday, May 11, 2012 at 2:10 p.m. in the State Room  
1957 E Street, N.W., 7<sup>th</sup> Floor.

**AGENDA**

1. **Call to Order**
2. **Approval of the minutes of the regular meeting of April 13, 2012 (minutes to be distributed)**
3. **Introduction of newly-elected Senate members**
4. **A RESOLUTION TO ENDORSE AMENDMENTS TO THE GEORGE WASHINGTON UNIVERSITY POLICY ON CONFLICTS OF INTEREST AND COMMITMENT FOR FACULTY AND INVESTIGATORS (Resolution 12/1 and accompanying appendices attached)**
5. **A RESOLUTION ON INFORMATION SYSTEMS NEEDED TO SUPPORT FACULTY RESEARCH EFFORTS (Resolution 12/2 is attached)**
6. **Introduction of Resolutions**
7. **Report on the International Strategic Plan: Associate Provost Donna Scarboro**
8. **Update on the University Budget: Professor Joseph Cordes, Chair Fiscal Planning and Budgeting Committee**
9. **Update on the Strategic Planning Process: Provost Steven Lerman**
10. **General Business**
  - (a) **Approval of dates for regular Senate meetings in the 2012-13 Session recommended by the Executive Committee as follows:**

|                           |                         |
|---------------------------|-------------------------|
| <b>September 14, 2012</b> | <b>January 11, 2013</b> |
| <b>October 12, 2012</b>   | <b>February 8, 2013</b> |
| <b>November 9, 2012</b>   | <b>March 8, 2013</b>    |
| <b>December 14, 2012</b>  | <b>April 12, 2013</b>   |
|                           | <b>May 10, 2013</b>     |
  - (b) **Nominations for election of Chairs and members of Faculty Senate Standing Committees for the 2012-13 Session (list to be distributed)**





- (c) Nominations for appointment by the President of the following faculty members to Administrative Committees:

Joint Committee of Faculty and Students: Hartmut Doebel, Vivek Jain, Amy Mazur, Jocelyn Rapelyea, and Kim Roddis;  
Committee on the Judicial System: Michael S. Castleberry;  
Marvin Center Governing Board: Patricia Phalen;  
Marvin Center Program Board: Eugene Montague  
Student Grievance Review Committee: Edward Robinson and Richard Ruth

- (d) Nominations for appointment of faculty members by the Board of Trustees to the following Trustees' Committees:

Committee on Advancement: Joseph J. Cordes; Committee on Academic Affairs: Michael S. Castleberry; Committee on External Affairs: Kathryn Newcomer

- (e) Report of the Executive Committee: Michael S. Castleberry, Chair
- (f) Annual Reports of Senate Standing Committees
- (g) Provost's Remarks
- (h) Chair's Remarks

11. Brief Statements (and Questions)

12. Adjournment

*Elizabeth A. Amundson*

Elizabeth A. Amundson  
Secretary

Attachments (Resolutions 12/1 and 12/2); 2012-13 Membership List